Showcasing BC's Best

BC Games Society Service Plan
2004 / 2005 – 2006 / 2007

BC GAMES

The Spirit Lives On

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January 16, 2004

Honourable John Les
Minister of Small Business and Economic Development
Parliament Buildings
Victoria, BC

Dear Minister:

On behalf of the Board of Directors, I am pleased to submit the Service Plan of the BC Games Society. The BC Games Society's purpose is to provide an opportunity for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event, which promotes interest and participation in sport and sporting activities, individual achievement and community development. We meet our purpose by working in partnership to stage the BC Winter and BC Summer Games as well as contribute to the success of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games.

The BC Games Society has identified four key goals in support of our purpose:

- in partnership with the Abbotsford 2004 BC Summer Games Society, the Greater Trail 2006 BC Winter Games Society and the Kamloops 2006 BC Summer Games Society, plan, prepare and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners. Similar strategic partnerships are also sought to deliver the BC Disability Games, the Northern BC Winter Games and the BC Seniors Games.
- working with ViewPoint Technologies Ltd. of Victoria, BC continue to develop on-line registration and learning systems for use by participants, volunteers, staff, and the provincial sport system.
- continue to develop corporate relationships with private sector business to assist in the funding of the BC Games Society and its programs.
- in partnership with the BC Seniors Games Society, the Northern BC Winter Games Society and BC Disability Sports, continue to evolve their Boards to reflect the need for increased revenue for programming.

The support provided our organization and our Board by your office and Ministry is gratifying. On behalf of the Board and the thousands of athletes who benefit from the BC Family of Games, thank you again for this opportunity.

Sincerely,

Joan Hess
Co-Chair

Tony Fiala
Co-Chair

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Message From the Co-Chairs

By embracing the BC Winter and BC Summer Games as an integral component of their sport development model, participating Provincial Sport Organizations are sending their finest young athletes into our biannual competitions. To ensure their opportunity to compete on the BC Games stage is maximized, sports are also sending their more senior coaches to mentor and encourage these rising young stars. The BC Winter and BC Summer Games are now about sport excellence, and BC's best will come together in three communities over this next cycle in their bid to become provincial team members, national team representatives, Canada Games champions and Olympic and Paralympic medallists.

As the sports prepare themselves to do their best on the field of play at the BC Games, the hosting volunteers are also preparing to give their all in support of these athletes and their community. Building the capacity of newly trained and experienced volunteers has long been a cornerstone of the BC Games in all communities during our 27-year history and we continue to expand on that opportunity. Continual improvements to our written materials, providing new chances for training and education through partnerships, and expanding our e-learning opportunities ultimately mean a better trained and more confident volunteer.

Helping to build these two large components in the provincial sport system during these planning years toward 2010 is a wonderful opportunity for the BC Games Society. We can continue to look at ways to expand our participants based on the core and optional sport model by recruiting new Olympic and Paralympic sports such as snowboarding and Para-cross-country skiing. We can also assist the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games to ensure their long-term sustainability, achieve successful bid and host processes and better determine their respective roles in the BC sport system.

The changes coming to the BC sport system are long overdue and the BC Games Society, based on its history as one of the provincial sport leaders, is well positioned to ensure these changes will sustain long after the Games of 2010.

Tony Fiala, Co-Chair
BC Games Society

Joan Hess, Co-Chair
BC Games Society

Overview

The purpose of the BC Games Society is provide an opportunity for the development of athletes, coaches and officials in preparation for higher levels of competition in a multi-sport event which promotes interest and participation in sport and sporting activities, individual achievement and community development."

Established in 1977 by the provincial government under the Societies Act, the former BC Summer and Winter Games Society's purpose was to provide an opportunity for all British Columbians to compete in an organized sports festival that promoted physical fitness, individual achievement and community pride. As an evolving entity, the society moved its focus from participation to athlete and sport development at the request of the province's Sport Minister. That move in 1995 has been thoroughly embraced by participating sport governing bodies and associated sport agencies across the province.

Once thought of as a "party for all", the renamed BC Games Society now provides opportunity at BC Summer and BC Winter Games for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event which promotes interest and participation in sport, individual achievement, and community development.

Also in 1995, the BC Games Society and its staff were recognized by the Sport Minister for their expertise in event and volunteer management for their work with BC Summer and BC Winter Games host communities. Realizing that other games in the province did not necessarily receive the same type of professional attention, affiliation agreements were struck enabling the Northern BC Winter Games, the BC Disability Games, and the BC Seniors Games to benefit from the economies, experiences, and talents of the BC Games Society event management staff.

Mandate and Membership of the Board

The BC Games Society was established in 1977 by the provincial government to promote community and sport development across BC. Responsible for the policy of the society is a fifteen-member community based Board of Directors appointed by Ministerial letter. The Director's activities and responsibilities are governed by British Columbia's Guidelines for Conduct of Government Appointees to BC Agencies, Boards and Commissions.

Board Members

Joan Hess, Co-Chair, West Vancouver
Tony Fiala, Co-Chair, Williams Lake
Donna Dowsett, BC Disability Sports Representative, Vancouver
Gary Young, North Vancouver
Rod Cox, Terrace
Kimberly Gilhooly, Vernon
Marni Abbott, Vancouver
Wendy Ladner – Beaudry, Vancouver
Bruce Johnson, Penticton
Bob Irwin, Northern BC Winter Games Society Representative, Kitimat
George Kawaguchi, Burnaby
Graham, McKay, Provincial Government, Victoria
Elsa McIntee, BC Seniors Games Society Representative, Richmond
Sharon White, Provincial Government, Victoria
Jennifer Williams, Duncan
Marion Lay, Past Co-Chair, Vancouver
John Furlong, Past Co-Chair, Richmond
Ron Austen, Past Co-Chair, Duncan

Strategic Shifts

As a result of the Core Review process, it was determined that sport will continue to play a strong role in government's business.

Planning Context and Risks

The BC Games Society relies on the third party delivery of recruitment of athletes who attend the BC Summer and BC Winter Games. This recruitment and the training of coaches and officials is the responsibility of the respective Provincial Sport Organizations. Their successes in recruitment and training are reflected in our statistics of BC Games participants and certified coaches.

Ownership of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games lies with their respective Boards. The current partnership agreements with these respective agencies and the BC Games Society is for event management service only and subsequently, advice and/or direction by the BC Games Society can be superceded by the parent body, making performance measures difficult to meet.

In all instances of the BC Games Society's involvement, there is an underlying faith that cities and municipalities across the province wish to host the BC Games. Should a candidate city not emerge for those BC Games currently looking for a host, those performance measures and targets would not be applicable.

Mission, Vision, Values, Purpose, and Objectives

Mission

The BC Games Society, through partnerships, is committed to excellence in event management leadership that achieves sport, individual, and community development.

Vision

Visions of how we will operate as a Board and Staff partnership:

- Entrepreneurial approaches and positive public/private partnerships are evident in how we operate.
- The economic and social benefits to communities in hosting the BC Games produce quality bids from a variety of communities.
- BC athletes, coaches, and officials in national and international competition will have benefited from the experience of a BC Games.
- Mutual accountability and transparency in all our partnerships is a standard method of operation.
- Elected officials value and support the BC Games.
- The BC Games are a vehicle for a community development "living legacy" in such things as better-trained coaches, new sport clubs, facility improvements, community pride and spirit, and skilled event management volunteers in each host community.
- Participants remember the BC Games as a best ever multi-sport experience.
- BC Games Society Board represents a model in leadership and governance.
- The society will successfully deliver programs, in addition to the BC Games, that help it achieve its mission.
- Progressive management practices and personnel policies reflect a fair and equitable work environment indicative of a healthy workplace and organization.

Values

Values that underpin how we interact in our relationships:

- Appreciation and understanding of all partners' perspectives is actively sought.
- We have an organizational climate of mutual trust and support between the board and staff where roles and responsibilities are clarified and policies followed.
- Quality and service driven approaches continually redefine and determine the most efficient and effective method of delivering event management services and programs.
- Commitment to broad social issues affecting all British Columbians including health and wellness, personal and community development, equity, access and inclusiveness is demonstrated.

Goals

During the term of this Service Plan, the primary goals of the BC Games Society shall be . . .

- In partnership with the Abbotsford 2004 BC Summer Games Society, the Greater Trail 2006 BC Winter Games Society and the Kamloops 2006 BC Summer Games Society, plan, prepare and implement quality multi-sport events for the benefit of participants, volunteers and funding and corporate partners

- In partnership with the Northern BC Winter Games Society, BC Disability Sports and the BC Seniors Games Society, plan, prepare and implement to host the Northern BC Winter Games in Dawson Creek in 2005 and cities to be determined for 2006 and 2007, the Nanaimo 2005 BC Disability Games and in a city to be determined for 2006, and the Penticton 2004 BC Seniors Games, the Cowichan Valley 2005 BC Seniors Games and the Abbotsford 2006 BC Seniors Games

- Working with ViewPoint Technologies Ltd. of Victoria, BC continue to develop on-line registration and learning systems for use by participants, volunteers, staff, and the provincial sport system. Continue to develop the ability to provide for greater on-line learning for volunteers in the Host Communities of Trail and Kamloops.

- Continue to develop corporate relationships with private sector business to assist in the funding of the BC Games Society and its programs.

Alignment with Government's Strategic Plan

The BC Games Society Supports Two of the Government's Primary Strategic Plans

- Provide for a supportive social infrastructure
- Safe and healthy communities

Incentive for Exceptional Community Resourcefulness

Typical host communities more than double the financial investment from the province via the society, not including the value of the volunteer effort.

Incentive for Volunteer Commitment

- Two main stakeholder groups, the host community, and the provincial sport community are key producers of the BC Summer and BC Winter Games. Each BC Games are organized by 3000+ local volunteers lead by a board of leading citizens, nominated by their mayor. 500+ sport volunteers prepare and accompany the athletes to the BC Summer and BC Winter Games.

Platform to Promote the 2010 Olympic and Paralympic Games and the Provincial Hosting Strategy

- The BC Games offer the single best opportunity to publicly demonstrate the enormous opportunities of hosing the 2010 Games to a provincial audience representing all regions. The BC Games are an opportunity to promote sport as an economic engine for the entire province.
- The zone team structure of the BC Summer and BC Winter Games ensures that all regions of the province are fully represented at the Games. Regional media cover the zone teams.

Incentive for Achievement and a Lifetime of Fitness

- The BC Summer and BC Winter Games are a youth athlete development event. There is a significant incentive for sports to recruit and prepare youngsters to higher levels of competition and a lifetime of healthy involvement in sport.
- After the BC Summer and BC Winter Games, the best athletes will then move on to junior provincial teams and receive services through the PacificSport Group network of sport centres and the Aboriginal Sport and Recreation Association, and the rest will be equipped for a lifetime of healthy sport involvement.

Addressing Governments Objectives

- Government investment is more than matched by host communities, and corporate and funding partners
- Increased promotion using low-cost media relations, and media partners
- Maximizing resources through bids for contracts and private sector partner contributions (e.g. Air Canada Jazz and Global TV)
- Increased incentives for provincial sport organizations to recruit and prepare athletes
- High level of satisfaction among BC sport partners and collaborators
- BC Games are part of the provincial Long Term Athlete Development Model

Summary Financial Outlook for the

2004/05 – 2006/07 Service Plan

($thousands)	2004/05 (forecast)	2005/06 (forecast)	2006/07 (forecast)
Total Revenue	2,052	1,967	1,992
Ministry grant	1,832	1,832	1,832
Self generated funds*	220	135	160
Total Expenses	2,148	1,937	2,160
Grants	650	535	650
Games Operations	517	427	520
Overhead	981	975	990
Operating Income (loss)	(96)	30	(168)
Surplus Brought Forward	918	822	852
Surplus Carried Forward	822	852	684

Key Assumptions	Forecast Risks and Sensitivities
During the period covered by this Service Plan, the BC Games Society will plan for / fund / stage: o Abbotsford 2004 BC Summer Games o Penticton 2004 BC Seniors Games o Dawson Creek 2005 Northern BC Winter Games o Nanaimo 2005 BC Disability Games o Cowichan Valley 2005 BC Seniors Games o 2006 Northern BC Winter Games o Greater Trail 2006 BC Winter Games o 2006 BC Disability Games o Kamloops 2006 BC Summer Games o Abbotsford 2006 BC Seniors Games o 2007 Northern BC Winter Games	o If the mandate of the BC Games Society to provide event management services to the five provincial multi-sport games changes, then the financial projections of the society would be amended. o If the frequency of any of the five multi-sport games changes, then the financial projections of the society would be amended. o This change in games frequency is noted as the BC Disability Games are an annual event. Realizing this disruption, the budget has been reduced accordingly.

- NB: * indicates fluctuations in self generated funds due to athlete fees (more athletes in summer games than winter games)

Entrepreneurial Activities

Goal

Continue to develop corporate relationships with private sector business to assist in the funding of the BC Games Society and its programs.

Objective

A role of staff is to increase the level of non–governmental fiscal support to the benefit of the BC Summer and BC Winter Games financial sustainability. Maintaining existing corporate partners, recruitment of new partners, and generating additional revenues through entrepreneurial means, will assist in the long-term delivery of the BC Games.

Key Strategies

- Maintaining existing corporate partners through a thorough delivery on our contractual obligations, which includes high visibility at all BC Summer and BC Winter Games, regular and timely reviews of the agreement while providing revenue
- Utilizing existing partners to form new strategic business partnerships in support of the BC Games. Cross promotion of each other's products/programs is good business for all involved
- Through contracts with software developers, BC Games Society is able to market its enabling software to agencies, games, and organizations. BC Games Society inventory and written materials have financial value to agencies and games across the country
- Souvenir contracts in host communities capitalize on the support shown by volunteers and revenue is generated for the hosts, as well as the society
- Sponsors are drawn to the BC Summer and BC Winter Games, which are known for their commitment to excellence and quality of delivery

Performance Measures and Targets

- Corporate partner signs are highly visible at all BC Summer and BC Winter Games venues and events and all print material include partner logos. Logo placement in Global TV advertising also acknowledges the BC Games partners
- Air Canada Jazz receives approximately $200,000 annually from the BC Games Society for charter aircraft to and from the BC Winter and BC Summer Games
- Global TV receives $25,000 for production of BC Games advertising and coverage
- Involvement of the Marketing and Communications Committee of the Board makes recommendations on potential target businesses and value of sponsorship packages
- BC Games Society targets three new corporate businesses as potential new partners while generating $50,000 of new corporate funding
- Sales of software by ViewPoint Technologies contribute $2000 annually
- Rental of BC Games inventory to qualified agencies provides revenue of $5000
- Souvenir sales in host communities contributes $4000 per year
- As a result of hosting or attending a BC Summer or BC Winter Games, elected and community leaders provide positive reaction of the impact of the BC Games through public addresses, media coverage and correspondence

Online Resources

Goal

Working with ViewPoint Technologies Ltd. of Victoria, BC continue to develop on-line registration and learning systems for use by participants, volunteers, staff, and the provincial sport system. Continue to develop the ability to provide for greater on-line learning for volunteers in the Host Communities of Trail and Kamloops.

Objective

Recognizing that on-line learning is a cost effective method of long distance learning, the BC Games Society continues to work in partnership to develop on-line registration of volunteers and participants while working toward on-line learning systems for these same user groups.

Key Strategies

- Partnering with businesses such as ViewPoint Technologies, our limited investment is part of the collective that is working toward these new systems. As well, Nortia Learning Systems and ViewPoint Technologies, already considered leaders in the respective fields, have technology in place that avoids having to redevelop systems already in place but simply customize them to our use.
- Training of the BC Games staff by the developers allows the institutional knowledge to remain here avoiding expensive consultant fees. Software design allows for a web - based application reducing travel to host communities to install / maintain software. Additional training of volunteers enables staff to reduce travel while empowering volunteers.

Performance Measures and Targets

- Viewpoint Technologies will continue to enhance our software based on a two year plan to move our written Guidelines for the Host Community into an on-line version to be delivered in the Spring 2004 to the volunteers of the Trail 2006 BC Winter Games
- Guidelines for the Host Community are moved into a web - based format allowing greater access by more volunteers
- The new technology allows for online graphics, video streaming and e-learning to enhance the volunteers' experience
- The on-line participant registration component continues to be the accepted method of registration by Provincial Sport Organizations. By July 2006, more than one third of the sports will register on - line
- Forty percent of registered volunteers access the online Guidelines to better effect their roles and responsibilities while saving BC Games staff time and travel resources
- The on-line volunteer registration component continues to be the accepted method of registration in host communities with better than one third of all volunteers in each BC Winter and BC Summer Host Community registering online by July 2006

BC Winter Games and BC Summer Games Management

- Abbotsford, July 2004
- Greater Trail, February 2006
- Kamloops, July 2006

Goals

- In partnership with the Abbotsford 2004 BC Summer Games Society, the Greater Trail 2006 BC Winter Games Society and the Kamloops 2006 BC Summer Games Society, plan, prepare and implement quality multi-sport events for the benefit of participants, volunteers and funding and corporate partners

Objectives

- The basis of any BC Games is the thousands of volunteers who come forward to give of their time and their energies to host the participants. The society must ensure these volunteers are adequately funded, well trained, and receive strong staff support through their two year planning cycle
- Partnerships and buy-in by the Provincial Sport Organizations is critical as the BC Games are in place to serve their developing athletes, coaches and officials
- Tie in with 2010 Winter Olympic and Paralympic Games to assist in the development of selected winter sports
- Complete support at the civic and regional level provides a solid base on which to stage the BC Summer and BC Winter Games
- Financial and value in-kind support to the BC Games, as well as prudent fiscal management provides the host community with lasting legacies from the BC Games
- The provincial media see the BC Summer and BC Winter Games as important and positive news/sports stories for their readers, listeners and viewers

Key Strategies

- The nomination process to establish the President and Board of Directors to a BC Summer or BC Winter Games is seen as an important first step in building a strong event
- Ongoing professional development, as well as support with travel to the host communities keeps BC Games staff on the leading edge of volunteer management and adult learning
- Maintaining sufficient funding is a shared responsibility with the province joining local government and local business in supporting the BC Summer and BC Winter Games
- Charged with the delivery of their Games, volunteers must have up-to-date written resources and staff support to be effective
- Provincial Sport Organizations will use the BC Games as a key element in the continuum of their athlete, coach, and officials' development while recruiting and maintaining a network of key volunteers across the province
- Identify Winter Olympic and Paralympic sports which can be added to the BC Winter Games sport list given limitations set by facility availability and financial realities
- At the community level, the city, school district, regional district, local businesses, and related community groups will sign on in support of hosting the BC Summer or BC Winter Games

- Established systems at the community level will encourage cash and in-kind support from businesses, while souvenir sales and budget savings will contribute toward a cash legacy to the host community
- Through an agreement with Global TV, the BC Summer and BC Winter Games are widely publicized, attracting youth to learn more about getting involved. Releases to provincial media alert them to the rising stars of sport and, in turn encourage children to get involved in sport and the BC Games

Performance Measures and Targets

- President and Directors are community leaders and are representative of their community in terms of gender and ethnicity. The Chairs chosen for their duties are also representative while able to recruit, delegate, and deliver to the greater benefit of the team
- Utilizing Air Canada Jazz travel, BC Games staff are able to deliver their services in the host communities consistently while funding supports additional costs such as accommodation and per diems. Ongoing professional development opportunities provide new skills to staff
- Funding by host communities matches that which was presented in their original bid book submission which is typically $80,000 cash and in-kind for BC Winter Games and $90,000 for BC Summer Games. Grants from the BC Games Society equal promised amounts of $500,000 for BC Winter Games and $600,000 for BC Summer Games. Local support from businesses also contributes cash and in-kind of approximately $200,000 for BC Winter Games and $400,000 for BC Summer Games
- Support by BC Games staff includes details on "how to" stage a BC Games while delivering important social messaging such as harassment training, fair play, effective Board management, and sport club management
- The Core and Optional Sports model indicates the sports are developing their athletes to higher performance opportunities. At least 50% of all coaches attending the BC Winter and BC Summer Games are certified at the required level II and officials receive assessment and guidance during the BC Games. Sports are able to fill their BC Games quotas as a result of successful recruitment at the zone level. All sports are able to place volunteers in each of the eight provincial zones to support their athletes and coaches leading up to the BC Games
- New sports enter the BC Winter Games while some existing sports add a "para sport" component to their pool of athletes and coaches. Targeted for 2006 are snowboarding, cross country skiing, alpine skiing, and curling which will add approximately seventy new athletes into the BC Winter Games.
- Letters of support from the community number in the dozens as they recognize the social and economic advantages of hosting. The recruitment of volunteers equals the numbers of participants attending, approximately 2500 in winter and 4000 in summer
- Legacies left behind after the BC Games include new sport club development, hundreds of volunteers with new skills and confidence, equipment and facility upgrades valued at $100,000 which benefit the community and financial investment of $80,000 which is distributed to eligible groups for their purposes
- News of the BC Games reaches the province through Global TV News and pre-produced commercials, many broadcast in primetime. The clipping service records over 300 entries regarding the BC Summer and BC Winter Games while the website, www.bcgames.org measures hundreds of hits for information on qualifying and for the post Games results

Affiliated BC Games Management

- Penticton BC Seniors Games, September 2004
- Dawson Creek Northern BC Winter Games, February 2005
- Nanaimo BC Disability Games, July 2005
- Cowichan Valley BC Seniors Games, September 2005
- Northern BC Winter Games, February 2006
- BC Disability Games, July 2006
- Abbotsford BC Seniors Games, September 2006
- Northern BC Winter Games, February 2007

Goals

The basis of any BC Games is the thousands of volunteers who come forward to give of their time and their energies to host the participants. The society must ensure these volunteers are adequately funded, well trained, and receive strong staff support through their two year planning cycle.

Partnerships and buy-in by the parent societies of each of these Games is critical as their vision and their role in the Games must be in concert with the delivery model provided by the BC Games Society.

Financial and value in-kind support to the affiliated BC Games, as well as prudent fiscal management provides the community with lasting legacies from the Games.

Streamlining Board functions and responsibility as to provide additional investment in the Host Community

Key Strategies

- At all levels of the development and implementation of these Games, staff must consider and respect the policies established by the respective Parent Boards
- Ensure continuing representation by each Board on the BC Games Society Board of Directors
- These three BC Games recognize that their event is part of a larger provincial sport system and their connection to the Provincial Sport Organizations is critical to future successes
- Continue to evolve the roles of each of the three affiliated BC Games Boards (Northern, BC Disability Sport and Seniors) away from an operational Board and into governance and policy

Performance Measures and Targets

- Funding by host communities is consistent with the societies' respective requests for funding as presented in the bid process. Grants from the BC Games Society continue to be $45,000 in support of the host community. Local support from business also contributes cash and in-kind of approximately $200,000
- Resolutions from the city indicate their support to host the BC Games. Letters of support from the community recognize the social and economic advantages of hosting. The recruitment of volunteers equals the numbers of participants attending, ~ 1000 for each of the three Games. The bid process presented by each of the Games offers the province the opportunity to host and multiple bids are received by each

- Legacies left behind after the BC Games include hundreds of volunteers with new skills and confidence
- Affiliated BC Games Boards recognize and embrace their role as that of a governance structure
- Subsequent budget savings of approximately $10,000.00 per organization per year are directed to Host Community operational budgets